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**CORRECTIONAL AGENCY BLOWS
UP ORGANIZATIONAL BOXES**

New Structure will ensure public safety and be more effective and efficient

SACRAMENTO –Youth and Adult Correctional Agency Secretary Roderick Q. Hickman outlined the plan for reorganizing the state’s youth and adult correctional operations making it more effective, efficient and accountable to the taxpayers and residents of California.

“We are going to be blowing up the boxes, flattening out the system and making corrections in California more effective at providing public safety and more efficient for the taxpayers of this state,” said Secretary Hickman.

Created more than a quarter century ago, California’s \$6 billion youth and adult correctional system is in crisis, Hickman said. Public confidence has been almost totally eroded by out-of-control costs, a perceived “code of silence” among employees to cover up wrongdoing, an employee disciplinary system that fails to punish wrongdoers, recidivism rates that make our prison gates look like revolving doors, and the failure of the correctional system to provide wards and inmates with adequate medical and mental health care which have resulted in a series of successful lawsuits filed by both taxpayers and inmate and ward advocates.

Most of the system’s ills can be traced to the structure of the Youth and Adult Correctional Agency. In January 2004, the Agency began developing a strategic plan aimed at rectifying the dysfunction of the multi-departmental correctional system.

The Administration, recognizing the need for change appointed the Independent Review Panel chaired by former Gov. George Deukmejian to examine the correctional system in this state and make recommendations for changes. The panel held public hearings consulted with experts and review years of data, ultimately releasing its report that included more than 260 recommendations and suggestions.

“Without the work and leadership of Governor Deukmejian and the IRP and the efforts of dedicated staff throughout this agency who worked with them, we wouldn’t have gotten to where we are today, on the cutting edge of government reform,” said Hickman.

At the same time the IRP was meeting, YACA's leadership began developing a strategic plan to address the problems that have resulted in the system's dysfunction. Experts in the field of organizational structure, management design, correctional operations and organizational effectiveness were consulted in the development of this plan.

Briefly, the strategic plan is divided into four organizational goals and three program goals as follows:

Organizational Goals

Goal 1 – Workforce Excellence: Ensure a well-trained, quality workforce;

Goal 2 – Technology – Develop information technology strategies and implement systems capable of managing both current and future needs;

Goal 3 – Organizational Effectiveness: Achieve organizational excellence in the Agency's operations and systems; and

Goal 4 – Legal Compliance: Develop preventive strategies to preclude class action suits and remedy identified violations.

Program Goals

Goal 5 – Crime Prevention and Safety: Develop a comprehensive crime prevention program and use evidence-based research to reduce criminality and victimization.

Goal 6 – Outreach, Partnerships: Seek out partnerships and develop meaningful programs and processes to promote shared responsibility for community safety; and

Goal 7 – Health Care Delivery: Ensure an organization design and accompanying system to provide efficient delivery of quality health care.

According to the reorganization plan submitted to the Little Hoover Commission, there are a number of strategies for each goal, and a number of action items for each strategy that can be measured and quantified. The plan also highlights the importance that managers are empowered to make decisions to reach these goals and that they are held accountable.

In addition, under the proposed reorganization, many of the new Department of Corrections and Rehabilitation functions will be agency-wide and be directly reportable to the Secretary. That is to say, there will be one source of service such as legal human services, communications, information technology and training rather than duplicative systems that deliver the same types of services to adult services and juvenile services.

PROPOSED ORGANIZATIONAL IMPROVEMENTS

A reorganized Department of Corrections and Rehabilitation will flatten the organizational structure of the youth and adult correctional system, directly connecting the top layer of management with every aspect of the organization's performance. It will more clearly define the authority and responsibilities of key managers and will empower them to carry out their assigned responsibilities. It will also hold those managers accountable for performance. Finally, it will enable the Secretary to enact meaningful

change throughout the entire organization to make it more effective, efficient, and accountable. This is an important departure from the past.

For example, over the past several years CDC has been successfully sued several times over general conditions of confinement including: use of force, secure confinement/lack of due process, health care services, services to disabled inmates, and others. However, due in great part to the current organizational structure, where the CYA is considered a separate entity from CDC, there is a lack of communications that would ensure practices at CYA are not vulnerable to similar litigation. In other words, CYA has and will adopt new policies and procedures that are in compliance with recognized correctional standards that have already been tested in the courts.

Although the Administration was recently successful in settling the CYA lawsuit, the fact exists that had the Agency been aligned as proposed in this plan, changes in conditions of confinement would have been adopted across the board much earlier which would have prevented the CYA litigation.

Another example of the need for realignment of the Agency can be found by the current relationship between local governments, the Board of Corrections, the Department of Corrections, and the CYA.

The Board of Corrections has been extremely successful in the past several years in working with local government in stressing the need for new youth and adult programs that are designed to provide accountability and outcome measures by showing whether or not the new programs are effective. However, while the Board has provided an important component to helping local youth and adult programs, there is no corresponding model for helping to make youth and adult correctional programs at the state level more effective. In addition, there is no real nexus between state and local correctional systems. What has resulted is a disjointed, ineffective, and fractured relationship between state and local government that does nothing to improve the public safety of our communities.

The proposed organizational structure is designed to remedy these ills. No longer will separate state departments (CDC and CYA) work autonomously. Systems designed to improve conditions of confinement will be implemented for both youth and adult operations rather than waiting for another lawsuit. State and local government will work in concert, and will share their successes and failures, to the benefit of public safety. The new department will be aligned and consolidated by function, designed to improve its overall effectiveness, efficiency, and accountability.

Last year, Governor Schwarzenegger pledged to reform and improve state government to make it more accountable to the citizens of California -- this proposed reorganization of the Youth and Adult Correctional Agency is a major first-step in meeting that promise.

THE NEED FOR REORGANIZATION

Many troubling issues that have been brought to light during the past several years regarding Corrections and the Youth Authority, make it very clear that the youth and adult correctional services and the corresponding organization of the Youth and Adult Correctional Agency, is in need of a major overhaul. The creation of a new Agency-wide Strategic Plan was a major first-step in beginning this massive undertaking, but without the ability of to align the Agency structure, the goals and objectives contained in the strategic plan, the Secretary, the Administration and the state will fall short of achieving success. The following is a brief summary of some of the justification for the reorganizations:

Authority

In order to enact meaningful correctional reform, the new Department of Corrections and Rehabilitation must be organized and aligned to meet goals and objectives as identified in the new Strategic Plan. This cannot be accomplished without the proper authority necessary to insure that change can be accomplished. The proposed organizational structure will provide clear authority to the new Department of Corrections and Rehabilitation to carry out its identified vision and mission for improving public safety.

Accountability

The current organization of Departments and Boards within YACA lack a structure that stresses accountability. Programs, functions, and processes are not designed to measure compliance, nor are there any systems designed to provide early indicators that risk exists within the organization. Supervisors and managers are not provided with the tools to identify areas of noncompliance within these areas of responsibility. The proposed organizational structure is designed with performance and accountability in mind. Risk management, audits and compliance will be functionally separated within the organization, reporting directly to the Secretary.

Empowerment

Under the current Agency structure, the Secretary has little control over line operations. The Secretary is not provided with the appointing authority for the overwhelming majority of supervisors, managers, and line staff that work within the Agency. As a result, the span of control and influence that the Secretary can provide is limited and ineffective. The proposed structure will empower the Secretary, making him/her the appointing authority for all civil service staff within the organization. In addition, exempt employees will serve at the pleasure of the Secretary, which will ensure that all parts of the new organization respond to the direction provided by the Secretary.

Alignment by Function

Currently YACA, with its many Departments and Boards, is a hodgepodge in terms of organizational design, and is poorly structured. Instead, over the years, different parts of the organization, or new layers of bureaucracy, were added—sometimes as a stop-gap measure to fix a specific problem, or sometimes to meet a political whim. Whatever the case, the current Agency design is dysfunctional, inefficient, and confusing.

The proposed organizational structure will flatten the new Department of Corrections and Rehabilitation, and will be functionally aligned. This will allow administrators and managers to focus on their primary functional purpose, and will prevent duplication of effort and inefficiency that exists in the current structure.